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DDA Registry

File *Personnel 5*

DDA 74-4586

25 Nov 74

MEMORANDUM FOR: Assistant for Coordination to the DDA

SUBJECT : Communications in the MG Career Service

1. During the last several weeks I have undertaken a study of communications within the MG Career Service with the objective of contributing suggestions to improve communications between the MG careerist, the Career Service and the Administration Directorate. In reviewing the material on this subject, a variety of proposals have surfaced and, to a large degree, Management has acted on these proposals, e.g., MG conferences for headquarters and overseas personnel, creation of a peer group to interact with management (SOAG), small group sessions with the DDA and ADDA, annual "State of the Directorate" presentations by the DDA, and an "Items of Interest" newsletter.

2. Notwithstanding the above efforts, MG careerists continue to feel that there is a significant communications problem within the Career Service as evidenced by the MG Attitudinal Survey taken in July 1973:

Communications

	<u>Disagree</u>	<u>N.O.</u>	<u>Agree</u>
. There are no real problems in communication in the MGCS	(66)	10	24
. In the Field there is not enough information about what's going on in the MGCS	9	11	(80)
. Periodic Sessions (Conferences) should be held among Hqs. Admin Officers because there is no other way for them to get together	8	10	(82)
. Regional conferences should be held for personnel assigned overseas to provide a means of communicating	5	6	(89)

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	<u>%</u> <u>Disagree</u>	<u>%</u> <u>N.O.</u>	<u>%</u> <u>Agree</u>
. The MGCS Conferences provide a very useful communication function	3	13	(84)
. To what extent are communications in the MGCS a problem	% 11 A. A severe problem. 38 B. Somewhat of a problem. 33 C. A minor problem. 9 D. No problem. 9 E. Unsure.		

These results were reconfirmed in a mini-survey taken by [] during early October (Memorandum for [], dated 8 October 1974, subject: "Communications" in the MG Career Service).

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3. SOAG, periodic conferences and the Career Management Officer (CMO) provide careerists clear-cut avenues to communicate substantive issues and personnel problems upward. With regard to the CMO, careerists observe that he is responsive, sensitive to personal problems and highly professional in his approach to counseling and resolving individual concerns.

4. Attention then focuses on communications from top management to the operating level. Efforts have been made in this area with varying degrees of success. The annual "State of the Directorate" presentation by the DDA is well received and judged to be effective in reaching MG folk and the Directorate at large. The "Items of Interest" newsletter published on an unscheduled basis is regarded by many careerists as essential in keeping them abreast of assignments, promotions, etc. The now-and-then newsletter, however, is cause for some anxiety and frustration on the part of careerists who feel that they should be informed on a regular basis of on-going activities. This difficulty could be overcome by publishing a newsletter at regular intervals, say bimonthly or quarterly. In addition, substantive scope and breadth of the newsletter could be improved to enhance its meaningfulness. Intra-Directorate communications is another area that deserves attention. Again, there is activity here, e.g., the SSA meetings with DDO Support Chiefs, and ad hoc sessions are held by the senior DDI Support officer with his component counterparts. The ad hoc sessions to discuss Directorate concerns are timely and create an active two-way exchange which should be encouraged in other directorates.

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5. Based on the above observations, the following recommendations are offered. The ideas put forth here are not new; many have been suggested and implemented. The key to improving communications does not lie in new approaches, but in well-executed actions tailored to meet the information needs of MG careerists.

a. Publish a bimonthly newsletter that will include: (1) personnel assignments and promotions and other significant Career Service activities; (2) upcoming headquarters administrative vacancies; (3) opportunities for broadening professional experience; (4) impending legislation and regulatory changes that will affect Agency administration; and (5) DDA activities, e.g., significant policy decisions, studies under consideration, organization changes, recommendations to the Management Committee, etc. (Responsibility for producing and editing the newsletter should be assigned to a DDA staff officer or to Regulations Control Staff.)

b. A semi-annual "State of the Career Service" presented by either the Chairman of the Career Service Board or the Career Management Officer.

c. Encourage senior Support Officers assigned to the DDI, DDS&T, DDA to hold intra-Directorate meetings with component Support Officers.

d. Initiate action to circulate the newsletter to MG careerists assigned overseas.

e. A "State of the Directorate" presentation by either the DDA or the ADDA.

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- 1 - DDA Chrono
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O/AC-DDA: :ydc (21 November 1974)

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